



## ***A Message from the Commissioner***

Follow the money!

That's a rule I've followed a good bit of my career. What it means is whenever one can find who controls the purse strings, one can learn who and how decisions are made.

Remember change? I've written about it before. One of the changes being implemented for the next fiscal year beginning in July is that budgetary management is being pushed as close to the "front line" as we can achieve (we have some limitations currently in our accounting systems). The idea is three-fold: first, to provide all of our managers the opportunity to work within the same constraints as I have; second, have key decision-making where the rubber hits the road (pun intended) instead of in the central office executive floor; third, begin the process of developing strong leadership and management with this most critical skill.

You may (or may not) recall a couple of months ago I wrote encouraging you to think about accountability in a different manner than many think of the word today (usually in a negative context). By moving budget management to the "front line," we are increasing the responsibility and accountability for managers by providing the tools for them to succeed.

So what? You might ask. How does this affect me?

Beginning in June, the state will begin to develop a biennial budget for the fiscal years 2016 and 2017. Because we work on a five-year plan in INDOT, we already know the total amount that we can spend on operations for those two years. What we don't know is what are the most important places that we can spend that money. That means your management is or will be looking very hard at ways we can improve our output without increasing costs. So, if you have ideas about how we can improve our services either for less money or just improve services within our existing budgets, your thoughts will be welcomed. The preferred method of communication of ideas is to engage your immediate supervisor. If that is unreceptive, the INDOT intranet has a place for idea submissions that you also can use.

For those of you who supervise other people and those of you who are looking for growth opportunities in the management ranks, good financial management is one of the skills that will reward you no matter what you do.



I have no doubt that this change has the potential to create both good outcomes as well as some unintended consequences. My confidence in you is that you will raise the unintended consequences so that we don't do anything to the detriment of the taxpayer nor to the detriment of INDOT.

Thanks and be safe.

*Karl*